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ABSTRACT

A study examined how age and the period of adolescence affect communication satisfaction and other organizational variables. Psychological and sociological profiles suggest that there should be differences between three age groups: "Traditionalist," individuals whose adolescence took place during the late 1950s; "New Breed," individuals whose adolescence occurred in the late 1960s; and "Disco Kids," whose adolescence was during the early 1970s. The International Communication Association National and Regional Data Bank was used as a source of demographic, communication satisfaction, job satisfaction, and information adequacy data gathered through communication audits of over 6,000 people in more than 40 organizations over a nine-year period. Analysis of variance was conducted among the three age groups on the scales measuring levels of satisfaction. Results showed significant differences between the age groups regarding satisfaction with organizational outcomes and relationships. In all cases, "New Breed" individuals appeared to be harder to satisfy in terms of their jobs and work relationships, while "Disco Kids" appeared to have a greater chance of being satisfied. The findings suggest that organizational leaders and researchers need to examine environmental factors as well as individual traits when attempting to understand what contributes to perceptions of communication and job satisfaction and information adequacy. (FL)

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LIFE CYCLES AND COMMUNICATION SATISFACTION: DO "DISCO KIDS" MAKE MORE SATISFIED EMPLOYEES?

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ABSTRACT

"LIFE CYCLES AND COMMUNICATION SATISFACTION:
DO `DISCO KIDS' MAKE MORE SATISFIED EMPLOYEES?"

The purpose of this paper was to address the issue of how age and period of adolescence effect an individual's communication satisfaction and other organizational variables. Psychological and sociological profiles suggest that there should be differences between three age groups: "Traditionalist", individuals whose adolescence took place during the late 50's; "New Breed", individual's whose adolescence occurred during the late 60's; and "Disco Kids", individuals whose period of adolescence was during the early 70's. The ICA National and Regional Data Bank was utilized to gather demographic, communication satisfaction, information adequacy, and job satisfaction information. The data was accrued during communication audits administered to over 6,000 subjects in more than 40 organizations over a nine year period. Analysis of variance was run among the three age groups on the scales measuring levels of satisfaction. Significant differences were found between the age groups regarding satisfaction with organizational outcomes and relationships. In all cases, those individuals growing up in the late 60's appeared to be harder to satisfy in terms of their jobs and their work relationships. The results of this preliminary investigation indicate that age/period of adolescence should be considered an important variable in organizational communication and relational satisfaction. Organizations and managers seeking to increase the "excellence" of employees must be aware of the dramatically different needs and values of employees as influenced by their periods of adolescence.

"LIFE CYCLES AND COMMUNICATION SATISFACTION: DO `DISCO KIDS MAKE MORE SATISFIED EMPLOYEES?"

During the past decade communication researchers have attempted to identify the components of communication satisfaction and determine its relationship to job satisfaction. Variables such as pay, promotion, superior- subordinate communication, co-worker relationships, resource adequacy, and other environmentally controlled variables have been studied (Locke, 1976).

The focus has been on the organization's environmental factors which can be managed by the organization to effect change in the climate and in turn affect organizational members' satisfaction. What has not been as carefully researched is individual personality variables as predictors of communication satisfaction. Rather than attempting to create an organizational climate that would increase satisfaction for all employees, organizational leaders might be more successful by working with unique groups of dissatisfied employees according to personality variables that have been identified. After all, a person's level of satisfaction is ultimately controlled by his/her internal state.

One variable that appears to be critical in framing an individual's values and attitudes is the cultural environment during his/her period of adolescence. The purpose of this research is to examine the relationship between the period of adolescence and subsequent job and communication satisfaction. The perspective guiding this study is that certain personal characteristics may contribute more to the degree of satisfaction experienced by individuals more than the organization's environmental variables.

Job Satisfaction and Communication Satisfaction

Most definitions of job and communication satisfaction include the individual's perceptual response to their environment. The widely used Job Description Index (Smith, Kendall, & Hulin, 1969) and the International Communication Association Audit (Goldhaber & Rogers,1979) both identify what the authors think are the most important variables in the organizational environment that individuals might respond to (i.e., benefits, pay, co-workers, supervisor).

The need to establish the relationship between job satisfaction variables such as those measured by these two instruments, and communication satisfaction has been previously expressed (Farace & McDonald, 1974). Muchinsky (1977) found that satisfaction with communication significantly correlated with all the Job Description Index dimensions. Falcione, Daly, and McCroskey (1977) found that subordinate satisfaction with immediate supervisor's communication was closely associated with perceptions of supervisor communication behavior, credibility, attractiveness, and attitude homophily. James and DeWine (1982) examined communication satisfaction across types of organizational structures. Perceived organizational communication relationships are considered to be the most important contributor to job satisfaction as an organizational outcome. Goldhaber, Yates, Porter and Lesniak (1978) reported that percieved organizational communication relationships alone accounted for 50.4 percent of the variance in the prediction of organizational outcomes.

Richmond, McCroskey, Davis, and Koontz (1980) conducted a study also testing the belief that employee's perception of the immediate supervisor's communication behavior had a significant impact on their job satisfaction. The researchers successfully supported their hypothesis that a supervisor who

employed a coercive or legitimate form of power was perceived as using a "boss-centered" management communication style. Thus, positive perception os supervisor's communication behavior will result in job satisfaction. However, Daniels and Spiker (1984) found that the supervisor's communication style was not the primary predictor of job satisfaction. A variety of studies have suggested the strong relationship between job satisfaction and communication satisfaction, but with a variety of factors identified in each (Chua & DeWine, 1982; DeWine & Barone, 1984; Downs & Hazen, 1977; LaFollette, 1973; Muchinsky, 1977; Roberts & O'Reilly, 1974). These findings are based on a variety of organizational environmental characteristics. Individual traits of organization members may lead to a more complete understanding of this construct.

Information Adequacy

Farace, Monge and Russell (1977) conceptualized information adequacy as the difference between absolute and distributed information. Researchers have attempted to measure this constrct through knowledge tests (Compton, Ugbah, Chin, Flint, Hendricks, Porter, Reindl, White, & DeWine, 1986; Tompkins, 1962) or through perceptual measures of the differences between the amount of information needed and wanted (Daniels & Spiker, 1983; Penley, 1982). The type of information typically surveyed is related to job or task assignment.

An individual determines his/her level of information adequacy based in part on the perceived ability to respond to job assignments. Perceived inability to respond to the work environment is when the individual expects his/her responses to produce less modification in the environment than is judged necessary (Weick, 1980).

Information adequacy has been measured in numerous ways. Sherrod and Downs (1974) used the process of "dual modality learning" and focused on how effectively people could process simultaneous unrelated visual and auditory material. Rogers and Shoemaker (1971) utilized the "diffusion effect" by increasing the degree of influence upon an individual to adopt or reject an innovation.

The relationship between information adequacy and climate or job satisfaction has been the focus of numerous research efforts (Daniels & Spiker, 1983; Dennis, 1974; Goldhaber, Yates, Porter, & Lesniak, 1978; Spiker & Daniels, 1981). Spiker and Daniels (1983) suggested that reduction of uncertainty, rather than participation in organizational relationships, accounts for satisfaction with the work environment. Finally, some studies suggest a relationship between job satisfaction and information flow so that the more adequately informed individuals are the higher their level of satisfaction with communication and their jobs in general (Coan, 1984; Sussman, 1974).

Compton, Imahori, Ugbah, and Daniels (1986) criticized past research in information adequacy for not focusing on broader organizational levels. They have called for a wider examination of information adequacy pointing out the complexity of the variable. While "organizational" information adequacy ought to be a part of the examination of information in organizations, this study proposes an individual variable approach. Both approaches are necessary to lead to a more complete understanding of information adequacy.

In any case, a variety of inconsistent findings have resulted from information overload, underload, adequacy (Daly, Falcione, & Damhorst, 1977), and equivocality of information (Weick, 1979). A variety of researchers have taken this last approach to understanding the adequacy of information (Kreps,

1980; Putnam & Sorenson, 1982; and Rauschenberg, 1985). The variety of definitions of information adequacy are a result of individual differences in expectations. Some individuals do not expect to receive as much information as others and, therefore, see themselves as more adequately informed. The impact of a person's period of adolescence and the degree of information expected as a result of certain cultural norms, is part of the focus of this paper.

Period of Adolescence

While these studies have helped focus attention on the organization's environmental factors leading to communication and job satisfaction and perceptions of information adequacy, they have not done an equally good job of identifying individual variables that contribute to one's satisfaction. An individual's self concept and set of values developed during a particular point in time are effected by the cultural environment that existed during that time. One would expect that the cultural climate during childhood would have great effect on one's ability to be satisfied with a particular situation and the amount of information one needs. Thus, an individual's age, which may also reflect the type of environmental culture in which s/he was raised, would be a significant contributing factor. Sociologists and psychologists have developed a number of theories regarding age and its impact upon values, attitudes, and behaviors. One of these theories provides a useful perspective of age and suggests some potential relationships between personality profiles and communication and job satisfaction. The profiles, based on the Social Stability Perspective (Lasch, 1978), focus on the impact that societal pressures and historical happenings have on individuals' expectations, perceptions, and satisfaction. This perspective starts with the assumption that an individual's

an individual's self is a product of complex interactions. These interactions with others, interpretations of life events, and perceptual processes create the "self". This perspective posits profiles of age groups which are useful for analysis, and make predictions about satisfaction in the work environment. The Social Stability Perspective presents a profile for individuals whose adolescence took place in the late 50's and early 60's (labeled "The Traditionalists"), individuals whose adolescence took place in the late 60's (labeled "New Breed"), and individuals who would currently be in their twenties (labeled "Disco Kids"). The complete profiles and predictions for each of the age groups is discussed in order to make predictions about their relationship to communication variables.

Social Stability Profiles

This theory posits that societal pressures during late childhood and adolescence play a dominant role in the values, expecatations and satisfaction of adults. The profile of those individuals currently between the ages of 41-50 (or who were adolescents during the 50's), the "Traditionalists", suggests that these individuals' primary commitment is to others. They accept responsibility for others. Success is defined in terms of material and hierarchical achievements. This group believes that hard work pays. Their relationships with the organization may be defensive. This defensiveness may be brought on by forced early retirement and competition from the younger worker. Thus, job security is highly salient.

The "New Breed", those between the ages of 31-40 (whose period of adolescence occurred during the late 60's), are characterized by adolescence during a society of change. The New Breed individual's orientation to

relationships is individualistic, with commitments and responsibility to self rather than to others. This group is not willing to settle for jobs which are personally unfulfilling. The New Breed, then, may be harder to satisfy in terms of job and communication satisfaction. Further, their relationships with peers, superiors, and the organization at large may be distinctly different from those of the "Traditionalist."

The youngest group, labeled the "Disco Kids" and currently in their 20's, is an amalgam of both of the other generations. Many of the Disco Kids feel that success is defined by material rewards and that hard work is rewarded. Their orientation toward work is one of competition and they are mobility-oriented. This group desires, as does the "New Breed", personal fulfillment and is less concerned with job security. Their willingness to resign from unsatisfactory jobs is greater than either of the older groups.

Related Research

Yankelovich (1979) first coined the term "New Breed." The term was born out of the social movements of the sixties, and suggested that this group of people have different values from earlier generations. Yankelovich concluded from a survey that the aspects of work which were most important to the "New Breed" individuals were: being recognized as an individual person, and the opportunity to be with people with whom they liked to work. Yankelovich (1979) suggested that this new breed of individuals defined success in terms of self-fulfillment, rather than job security as did the "Traditionalist." This new definition of success is in conflict with the traditional concepts of managerial efficiency. To the "New Breed," a paid job symbolizes freedom, independence, belonging, and a chance for self- fulfillment. Based on

Yankelovich's (1979) description of the "New Breed" individual, some of the current practices in the organization regarding incentive programs and increased worker production strategies may be inappropriate for the individuals who were adolescents during the late 60's.

Gail Sheehy's (1974) taxonomy of life stages, though not necessarily based upon the period of adolescence, provides some similar information regarding individuals' attitudes. Sheehy (1974) described four stages (passages) of development. The first stage, labeled "The Trying Twenties", is described as the period of a person's life when "do what we should do" is the theme (p. 33). The second stage, labeled "Catch-30", is a stage in which the individual approaching 30 is ready to take on new responsibility, to expand his/her horizons, and who is now impatient to do his/her life's work. The next stage, labeled "Rooting and Extending", (early 30's) is described as the stage in which the individual is more rational and now involved in his/her chosen career. The fourth stage, labeled the "Deadline Decade," occurs during the mid-thirties. During the Deadline Decade, the individual is at a crossroads, and it is time to reexamine his/her goals. The fifth stage, labeled "Renewal or Resignation", occurs in the mid-forties, and is one in which the individual has reached a state of equilibrium. The individual is more or less satisfied with his/her work and life. These four stages (or passages) have some bearing on the individual's attitudes and behavior on the job, may influence the communication and job satisfaction that an individual is experiencing at any given time, and will be used in the discussion section of this paper.

Conrad (1985) examined the Social Stability Model as well as a Psychological Developmental Model and compared the profiles predicted by these two theories with empirically- derived data. The profiles provided by the

Social Stability Model were presented earlier. The Psychological Developmental Model, like the Social Stability Model, provides profiles of three age groups and predictions about their satisfaction. (See Appendix A) The psychological developmental perspective proposes that employee satisfaction is influenced most directly by predictable psycho-developmental processes. It is through these individual frameworks that societal pressures and historical events are interpreted and integrated. The first profile of individuals is labeled "Alloplastic." The individuals in this group are currently ages 22-33. They are characterized as attempting to test initial life choices and explore life possibilities. These individuals need communication from others in establishing their adult identity. They may be tentative and even defensive in their relationships with organizational members.

The second group, "Autoplastic", includes those age 34- 45. These individuals are attempting to stabilize their self-perceptions. Communication regarding their "role" in the organization is critical to these individuals. Recognition for successful performance is of importance for this group.

The final group, labeled "Integrative Transition", are in the reevaluating stage. They are questioning goal choices made during the previous stages. These individuals are interested in communication related to their role in the organization vis-a-vis other employees. Their relationships with their subordinates and supervisors are important. These descriptions are fairly consistent with the stages described by Sheehy (1974).

Conrad was examining the multiple dimensions of job and communication satisfaction of employees who were involved in comparable work situations. Based on the predictions of the profiles, Conrad (1985) tested four hypotheses. Hypothesis one suggested that job satisfaction, as predicted by both the Social

Stability Model and the Psychological Developmental Model, would be lowest for the "New Breed" employees and highest for the "Disco Kids" group. Hypotheses two through four suggested, that based on the patterns which would evolve, one model would explain more of the variance between the groups than the other model.

Conrad's sample consisted of employees from a small municipality in the southeastern United States. A modified version of the Downs and Hazen (1977) communication satisfaction instrument was completed by 392 individuals. Both theoretical models predicted that the "Disco Kids" would be more satisfied and that the "New Breed" would be less satisifed. These predictions were supported. Tests concerning the specific dimensions of satisfaction among "Disco Kids" revealed that the resulting profiles corresponded much more to the Social Stability Perspective than to the Psychological Developmental Model.

Overall, the aspects of the Social Stability Model made a more accurate basis for predicting the profile of satisfaction for the "Disco Kids." The results for the "New Breed" group indicated that the projections of both models were useful in explaining the "New Breed's" job and communication satisfaction. This group was clearly the least satisfied group. The "Disco Kids" group were the most satisfied. The results indicated that the Disco Kids were more concerned with the organizational hierarchy and upward mobility than were the New Breed.

Finally, the results indicated that the satisfaction of the "Traditionalists" was not strongly related to economic considerations and tangible rewards. These results about economics contradict the theories. Communication about tangible rewards was a minor dimension of satisfaction and neither of the predictions was clearly supported by the subjects' responses.

The predictions of the Psychological Developmental Model, however, were supported. Employees' perceptions of the fairness with which they had been treated by their organization, their interpersonal relationships with their supervisors and peers, and the richness of their tasks were all salient dimensions of satisfaction. One dimension of satisfaction was not supported for either of the models. Communication with subordinates was not significant for employees of any generation. The authors concluded that the Social Stability Model seemed to provide more accurate predictions as the age of the generation decreases, while the Psychological Developmental Model provided more accurate profiles for older employees.

Instruments

The results of Conrad's (1985) study suggested that there are clearly differences among age groups. If these differences do exist, and if other dimensions of the theoretical profiles are accurate predictors, other measures of individual satisfaction with job and communication should yield similar results. The theoretical profiles tested by Conrad (1985) suggested several other issues which could be addressed by analyzing different scales in the International Communication Association Communication Audit. The profiles suggested that several factors are dominant in the different age groups. Some of these factors include communication satisfaction dimensions like supervisor-subordinate relationships, trust, and openness in supervisor-subordinate relationships, as well as information adequacy regarding performance appraisal, rewards, and the organization's method for recognizing outstanding work. All of these constructs are measured with the ICA Communication Audit.

The ICA Communication Audit, developed over a seven year period, contains several scales which assess satisfaction with various organizational variables. The "Organizational Outcomes" and "Organizational Relationships" scales assess employee satisfaction with job, co-workers, supervisors, top management and the organization. The scales, "Follow-up," assesses the amount of satisfaction with the follow-up on information sent and information received in the organization. The normative data reported by Goldhaber, Porter & Yates (1977) identified age as one of the strongest correlates of communication behavior. Based on past studies using the Communication Audit, it was found that employees under 30 enjoyed better relationships with other members of the organization (Goldhaber, Porter, & Yates, 1977). This finding corresponds to the profile of the "New Breed" individuals which purports that these individuals want personal fulfillment and want to work with those whom they like. Porter (1979) made no distinction between the age groups, but reported that there was a significant relationship between age and satisfaction with relationships and the organization.

Research Questions

The preceding rationale leads to the following general research questions: Are those individuals in the "New Breed" significantly less satisfied than other age groups with relationships in the organization? Are supervisor-subordinate relationships more satisfactory for the "Disco Kids" than the other age groups? Are "New Breed" employees more satisfied with the trustworthiness of their supervisor than other age groups? Are Traditionalists less satisfied than other age groups with amount of information received regarding work-related issues and policies? Are the three age groups equally satisfied with follow-up on

information sent? The organizational outcomes scale and the follow-up on information scales addresses these issues. Since the profiles developed by Conrad (1985) addressed some general satisfaction issues, three scales are of particular relevance for testing these theoretical profiles. The scale assessing amount of "Information Received" on a variety of work related topics, the scale labeled "Follow-up on Information Sent," and the scale assessing satisfation with "Communication Relationships" could be utilized to answer the above questions. As stated by Yankelovich (1979), we are in a cultural transition. Societal pressures and upheavals will impact upon values and satisfactions. Based on the Social Stability Model, individuals will respond to, interpret, and confront issues much differently than in the past. The responses and interpretations based on this model will be different for the different age groups, and if left unattended by organizational structures could contribute to dysfunctions in the organization.

The Conrad study (1985) revealed specific factors of job satisfaction which are addressed by items on the "Organizational Outcomes" scale of the ICA Communication Audit. Following the predictions of the theoretically-based profiles, results of the previous study, and evidence from the normative data of the ICA Communication Audit, the hypotheses are as follows:

H1: There will be significant differences among age groups 21-30, 31-40, and 41-50 in regard to their satisfaction with organizational outcomes.

H1a: The "New Breed" individuals will be the less satisfied with organizational outcomes than other age groups.

H2: There will be significant differences among age groups 21-30, 31-40, and 41-50 in regard to their satisfaction with organizational relationships.

H2a: The "New Breed" individuals will be least satisfied with relationships in the organization than other age groups.

H3: There will be significant differences among the age groups 21-30, 31-40, and 41-50 in regard to their satisfaction with the amount of information they receive regarding job-related issues.

H4: There will be significant differences among the age groups 21-30, 31-40, 41-50 in regard to satisfaction with the amount of follow-up on information sent.

Method

The ICA National and Regional Data Bank, housed at Ohio University was utilized. The data bank is an extended data set from the original ICA Communication Audit and contains information from over 40 different organizations where the ICA Communication Audit was administered during a period from 1974 to 1983 (reliability and factor analyses of this data set are reported elsewhere in Porter, (1979) and in DeWine, James and Walence (1985). The scales "Organizational Outcomes", "Organizational Relationships", "Information Received", "Information Sent", "Follow-up on Information Sent", and demographic information were used. Previous reliability on these scales range from .79 to .98 (Chau, 1982; Daly, Falcione, & Damhorst, 1977; Porter, 1979; Spiker, 1979). The demographic question on age consisted of five possible responses: under 20, 21-30, 31-40, 41-50, above 50. The demographic question on age combined with the dates that all audits were conducted enabled the researchers to identify the appropriate adolescence period for each subject. A sample of the data bank, which includes over 6,000 subjects, ranged from 1,400 to 2,400 depending on the number of missing data in various

ranged from 1,400 to 2,400 depending on the number of missing data in various audits. These subjects were then then appropriately categorized according to the subjects' period of adolescence. Analysis of variance was run between the three age groups and the scales measuring satisfaction.

Results/Discussion

The first hypothesis was supported. There were significant differences among the age groups with regard to their satisfaction with the organizational outcomes ($F=5.97$, $df=2,123$, $p<.01$). Follow up Scheffe tests supported H1a revealing that the "New Breed" was significantly less satisfied with organizational outcomes than the other age groups (see Table 1). In addition, the Factors recommended by DeWine, James, and Wallence (1985) for this scale were analyzed. The factor related to organizational effectiveness was significant ($F=10.48$, $df=1295$, $p<.01$) with Traditionalists being more satisfied with organizational wide outcome variables than other age groups.
In the second factor, personal effectiveness, significant differences were found ($F=17.13$, $df=2,420$, $p<.01$). Follow-up tests revealed that "Disco kids" are more satisfied with organizational outcomes of personal achievement than other age groups.

Hypotheses two and H2a were also supported. There were significant differences among the age groups concerning their satisfaction with organizational relationships ($F=3.48$, $df=2,1228$, $p<.05$). Follow up Scheffe tests indicated that the "New Breed" were significantly less satisfied with relationships than the other age groups (see Table 2). This scale was also analyzed according the four factors identified by DeWine, James and Wallence

(1985). Those four factors are: top management, immediate supervisor, co-workers and impact on the organization. Significant differences were found between the age groups on top management ($F=11.46$, $df=1,327$, $p<.01$) with follow-up tests revealing that "Disco kids" and "Traditionalists" are more satisfied with top management relationships than the "New Breed". There were no significant differences among the age groups on satisfaction with immediate supervisor. Significant differences were found on the sub scale co-worker ($F=4.62$, $df=2,508$, $p<.01$) with the "New Breed" more satisfied with co-worker relationships than other age groups. Finally, significant differences were also found on the organizational impact factor ($F=41.01$, $df=2,544$, $p<.01$) with "Disco kids" perceiving that they have more impact than the "Traditionalists" and the "New Breed" and the "New Breed" perceiving that they have moe impact than the "Traditionalists".

Of the information adequacy scales, only the "Follow-up on Information" currently received was significant ($F=3.85$, $df=2,958$, $p<.05$). Once again the difference was between the "New Breed" and the "Traditionalists," with the "New Breed" being less satisfied.

In all cases, those individuals growing up in the late 60's appear to have a stronger commitment to self than to others, and appear to be harder to satisfy in terms of their jobs and relationships. This not only supports and expands Conrad's conclusions that the "New Breed" are less satisfied but tests the model on a larger and more diverse sample (over 6,000 subjects). Additionally, the analogy is extended to relationship satisfaction and information adequacy as well.

The results of the preliminary investigation of age as a factor in job satisfaction and communication relationship satisfaction indicate that age

should be taken into consideration in organizational communication research. Organizational managers seeking to increase "excellence" of employees must be aware of dramatically different needs and values based on adolescent development. Clearly, this demographic variable can have a significant impact on organizational life.

The individual trait approach to understanding employee satisfaction rather than focusing only on organizational environmental variables gives us new insights into the much researched but still misunderstood relationships of employee satisfaction with organizational climate and information dissemination.

"Disco Kids" do indeed appear to have a greater chance of being staisfied than tne "New Breed." Organizational leaders and researchers need to examine both the environmental factors as well as individual traits when attempting to understand what contributes to perceptions of communication satisfaction, job satisfaction, and information adequacy.

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Table 1

Analysis of Variance for Satisfaction with Organizational Outcomes

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob
Between Groups	2	919.256	459.628	5.972	.003
Within Groups	1235	95057.355	79.970		
Total	1237	95976.611			

On Organizational Outcomes:
Traditionalists x = 39.59 New Breed x = 36.97

On Organizational Effectiveness factor:
Traditionalists x = 21.35 New Breed x = 19.44 Disco Kids x = 19.44

On Personal Effectiveness factor:
Traditionalists x = 13.94 New Breed x = 13.95 Disco Kids x = 14.96

Table 2

Analysis of Variance for Satisfaction with Organizational Relationships

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob
Between Groups	2	1227.081	613.541	3.482	.031
Within Groups	1228	216354.731	176.185		
Total	1230	217581.812			

On Organizational Relationships:
Traditionalists x = 66.92 New Breed x = 63.82

On Top Management Factor:
Traditionalists x = 9.52 New Breed x = 8.48 Disco Kids x = 9.30

On Co-Worker Factor:
Traditionalists x = 11.26 New Breed x = 11.15 Disco Kids x = 10.89

On Impact Factor:
Traditionalists x = 7.75 New Breed x = 8.54 Disco Kids x = 9.39

APPENDIX A

COMPARISON OF THE AGE GROUPS BY THE TWO MODELS - SOCIAL STABILITY & PSYCHOLOGICAL DEVELOPMENT

I. DISCO KIDS

Parallel Predictions

1. Performance Appraisal Salient, but for different reasons.

Contrasting Predictions

Social Stability Model	Psychological Development Model
1. Job security not salient	1. Job security highly salient
2. Competitive oreintation	2. Defensive orientation
3. Subordinate-superior-organization relation salient	3. Superior-subordinate dyadic interpersonal relation salient
4. Highest job satisfaction	

II. NEW BREED

Parallel Predictions

1. Task richness and superior-subordinate interpersonal relationships salient

Contrasting Predictions

1. Lower satisfaction because of alienation	1. Lower satisfaction from loss of challenge, excitement
2. Characteristics of 'trapped' employees	2. Organizational place, role salient

III. TRADITIONALISTS

Parallel Predictions

NONE

Contrasting Predictions

1. Material rewards salient	1. Organizational role, past treatment salient
2. Defensive posture	2. Dyadic interpersonal relations salient
	3. Task richness salient

**Adapted from Conrad (1985) Comparison of Theoretical Profiles